

MBHASHE LOCAL MUNICIPALITY



Annual Performance Information

2014/2015 Financial Year

31 AUGUST 2015

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Acronyms

IDP	Integrated Development Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
MFMA	Municipal Finance Management Act
MSA	Municipal Systems Act
MLM	Mbhashe Local Municipality
SDBIP	Service delivery budget and implementation plan

1. LEGISLATIVE BACKGROUND

Section 45 of the Municipal Systems Act 32 of 2000 stipulates that the results of performance measurements in terms of section 41 (1) (c) must be audited –

- a) as part of the municipality's internal auditing processes;
- b) and annually by the Auditor General.

Section 14 (1) of the Municipal Planning and Performance Management Regulations 2001 (Regulation 796) on Internal Auditing of Performance Measurements stipulates that:

- a) A Municipality must develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its internal auditing processes.*
- b) Any auditing in terms of paragraph (a) must include assessment of:-*
 - (i) The functionality of the municipality's performance management system;
 - (ii) Whether the municipality's performance management system complies with the Act; and
 - (iii) The extent to which the municipality's performance measurements are reliable in measuring performance of municipalities on indicators referred to in regulation 9 and 10.
- c) A municipality's internal auditors must*
 - (i) On a continuous basis audit the performance measurements of the Municipality; and
 - (ii) Submit quarterly reports on their audits to the Municipal Manager and the Performance Audit Committee.

Section 166(2) of the MFMA states that an Audit Committee is an independent advisory body which must –

- a) Advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, or the board of directors, the accounting officer and the management staff of the municipal entity, on matters relating to –
 - (i) Internal financial control and internal audits;
 - (ii) Risk management;
 - (iii) Accounting policies;
 - (iv) The adequacy, reliability and accuracy of financial reporting;
 - (v) Performance management;
 - (vi) Effective governance;
 - (vii) Compliance with this Act, and any other applicable legislation;
 - (viii) Performance evaluation; and
 - (ix) Any other issues referred to it by the municipality or municipal entity.

2. MANDATE

Internal Audit has completed the Audit of Performance Information (AoPI) review across all the departments of Mbhashe Local Municipality for 2014/15 Financial Year. The audit was done in accordance with Section 165(1) and (2) of the MFMA and the approved internal audit plan. In addition to the normal internal audit procedures, the audit includes the evaluation of compliance with Performance Management legislative and reporting requirements.

The audit is informed by the following applicable legislation:

- Municipal Finance Management Act (MFMA) 56 of 2003
- Municipal Systems Act (MSA) 32 of 2000.
- LG: Municipal planning and performance management regulations 2001 (Regulation 796).
- LG: Municipal performance regulations for municipal managers and managers directly Accountable to municipal managers, 2006 – effective 1 August 2006 (Regulation 805).
- National Treasury guidance: MFMA circulars.

3. AUDIT OBJECTIVE AND SCOPE

The objective of the audit is to review the Performance Management System Framework to ensure that it is in place and that it is in line with legislation and to evaluate the adequacy and effectiveness of controls in place over the monitoring and reporting on the Performance Management process within Mbhashe Local Municipality. The audit covers the period from 1 July 2014 to 30 June 2015.

4. OBJECTIVES OF THE REVIEW

The process objective is to assess the municipality's performance for the 2014/15 financial year against the performance measures approved in the IDP/SDBIP for the period, to ensure compliance with the applicable legislation, regulation and Council policy.

The control objectives are to:

- Ensure verifiability, accuracy and completeness of reported performance information against predetermined objectives, key performance indicators and performance targets.
- Confirm the credibility of the reported performance information in the quarterly performance reports of the municipality.
- Evaluate the adequacy and effectiveness of the municipality's system of internal control to ensure compliance to legislation, regulation and Council policy.

5. AUDIT APPROACH

Our audit approach entails the strategy to be engaged in the execution of the audit and includes the following:

- Understanding and testing of controls related to the management of performance information.
- Understanding and testing of controls relevant to collecting, monitoring and reporting performance information.
- Evaluate the following assertions:
 - **Existence** of performance information
 - **Consistency** of reported performance information between quarters:
 - **Presentation** of reported performance report
- Compare reported performance information to relevant source documentation and conduct procedures to ensure **verifiability**, **accuracy** and **completeness** of reported performance information.

5.1 Nature Of The Tests

A consultative process in liaison with management was followed by Internal Audit. Key activities to be undertaken will include:

- Review of evidence/source documentation relating to reported Key Performance Indicators with targets,
- Verification of qualitative information via interviews with the third parties who received the service,
- Verification of departmental capital projects on a sample basis.

5.2 Audit criteria

The following criteria were used to evaluate the audit findings:

	Main criteria	Sub-criteria
1	Compliance with reporting requirements	Existence (Pre-determined objectives)
		Timeliness (duration)
		Presentation (NT guidelines)
2	Usefulness	Measurability (Indicators & Targets)
		Relevance (Logical link)
		Consistency (Objectives, targets, plan, etc.)
		Usage
3	Reliability	Verifiability (Tracking back to source information)
		Accuracy (evidence/source documentation)
		Completeness (Evidence/source documentation)

6. PURPOSE OF THE REPORT

The purpose of this report is to communicate the results of the performance information review for 2014/15FY period ending 30 June 2015; to provide recommendations to management on the improvement of performance information to achieve performance measures set in the IDP/SDBIP; and whether the Municipality's compliance to legislation, regulation and Council policy.

The internal audit work and related reports should not be used for any other purposes for which it was not specifically scoped or designed for, and as such, it should not be relied upon as evidence in any disciplinary proceedings involving employees, whether conducted internally or externally.

7. DISTRIBUTION OF THE REPORT

Restriction of distribution of the report

The report has been prepared for the sole and exclusive use of the Council. The report may not be made available to anyone other than authorised persons within the Council, or relied upon by any third party.

Acknowledgement

We would like to express our appreciation for the time and co-operation management and staff provided during the course of our review.

8. MANAGEMENT RESPONSIBILITY ON MANAGING PERFORMANCE

Section 39 of the Municipal Systems Act 32 of 2000 requires municipalities to manage the development of the municipality's Performance Management System (PMS); assign responsibilities in this regard to the Municipal Manager and submit the proposed system to the Municipal Council for adoption.

(i) Management is responsible for:

- The development and implementation of the performance management systems in accordance with regulations.
- The establishment and maintenance of an effective system of risk management, control and governance to:
 - ✓ Establish and communicate organisational goals and values;
 - ✓ Monitor the accomplishment of goals; and
 - ✓ Ensure that accountability and values are preserved.

(ii) Management is further responsible for the establishment and maintenance of an effective system of internal control. The objectives of the system of internal control are, inter alia, to provide management with reasonable, but not absolute, assurance that:

- Risks are properly managed;
- Assets are safeguarded;
- Financial and operational information are reliable;
- Operations are effective and efficient; and
- Laws, regulations, Council policy and contracts are complied with.

The principal safeguard against fraud, misstatement and irregularities is an effective system of internal and compliance control. It must, however, be recognised that there are inherent limitations in any system of internal control, including human error and circumventions through collusion. The prevention and detection of fraud is therefore management's responsibility. Management representations made are considered to form part of our audit evidence. Any management representations were accepted at face value and in good faith, with only limited evaluation to assess for reasonableness.

It is important to note that during the year under review, Mbhashe Local Municipality (MLM) was operating without an adopted reviewed framework.

9. STRATEGIC PLANNING DOCUMENTS

The municipality bases its planning on the adopted IDP of FY2014/15 and the Organisation SDBIP as signed by the Mayor. The SDBIP is used to allocate specific responsibilities to Senior Managers (Section 56 managers) as a means of ensuring that the strategic objectives identified by the political leadership are implemented in each financial year.

The objectives and strategies in the IDP and SDBIP are aligned to the municipal focus areas which are:

KPA 1: Municipal Transformation and Organisational Development

KPA 2: Basic Service Delivery

KPA 3: Local Economic Development

KPA 4: Financial Viability

KPA 5: Good Governance and Public Participation

During the review of performance information, it was noted that due to the absence of a revised performance management framework, there is currently a misalignment of the IDP and SDBIP in that the objectives implemented in SDBIP 2014/15 were not totally aligned to the 5 year IDP. Furthermore, due to management changes, the municipality did not conduct quarter performance evaluations timeously, hence this report presents an assessment of the annual performance.

10. PERFORMANCE LEGEND

Assessments were conducted based on the following legend.

DESCRIPTION OF RATINGS	
MET	Target achieved/Exceed
NOT MET	Target not achieved

SECTION A1: SERVICE DELIVERY PERFORMANCE FOR 2014/15

A1.1: SUMMARY OF ANNUAL ORGANISATIONAL PERFORMANCE RESULTS

SUMMARY OF ANNUAL PERFORMANCE PER KEY PERFORMANCE AREA

KPA	TOTAL NUMBER OF KPI'S	No OF KPI's MET	No OF KPI'S NOT MET	PERFORMANCE IN PERCENTAGE
1. MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	17	9	8	53 %
2. SERVICE DELIVERY AND INFRASTRUCTURE SERVICES	42	18	24	43 %
3. LOCAL ECONOMIC DEVELOPMENT	11	11	0	100 %
4. GOOD GOVERNANCE AND PUBLIC PARTICIPATION	13	10	3	77 %
5. MUNICIPAL FINANCIAL VIABILITY	6	5	1	83 %
TOTAL	89	53	36	60 %

SUMMARY OF ANNUAL PERFORMANCE PER DEPARTMENT

DEPARTMENT	TOTAL NUMBER OF KPI'S	No OF MET KPI'S	No OF NOT MET KPI'S	PERFORMANCE IN %
1. CORPORATE SERVICES	8	4	4	50 %
2. INFRASTRUCTURE	22	8	14	36 %
3. COMMUNITY SERVICES	14	6	8	43 %
4. PLANING AND DEVELOPMENT	22	17	5	77 %
5. BUDGET AND TREASURY	08	6	2	75 %
6. MM'S OFFICE	15	13	2	87 %
TOTAL	89	54	35	61 %

A1.2: ASSESSMENT OF FY2014/15 ORGANISATIONAL PERFORMANCE

During the assessment of the performance information, the following was noted:

CHALLENGES

- a) Changes in management affected the implementation of the SDBIP as some targets could only be implemented in Quarter 4. In addition, these changes led to inconsistencies in conducting quarterly evaluations in the year under review.
- b) Most of the Key Performance Indicators for the 2014/15 SDBIP did not meet the SMART criteria, thus the measurement of performance against the set target was not conclusive.
- c) It was noted that there was poor management of evidence, as portfolios of evidence were not clearly marked and did not contain full information. This has led to poor performance results in some departments
- d) The poor rate of filling vacant posts has also affected performance in the year under review as Section 56 managers had to also perform operational tasks instead of focussing on strategic actions.
- e) Due to the absence of clear PMS processes in the year under review, it is not clear whether the mid-term budget adjustment was aligned to the SDBIP changes
- f) Procurement processes not initiated in time.
- g) Nature of the indicators is activity based.

REMEDIAL ACTIONS

- Support received from ADM, COGTA EC and SALGA
- Indicators should look at the outcome/ impact
- Timely, proper planning and reporting
- Adherence to procurement plan and scheduled sitting of committees
- Filling of vacant posts
- Contracts management and timeous payment of Service Providers
- It should be noted that due the challenges listed above, the assessment of the SDBIP shows that there are 37 (thirty seven) targets which were not implemented in the year under review.

SUMMARY OF INTERNAL AUDIT FINDINGS

1. Untimely submission of information
2. Improper indexing of POE files

A1.3: ASSESSMENT OF CONTROLS MATRIX

The Internal Control Matrix below will be used to conclude on the adequacy and effectiveness of management controls over the existing systems and procedures. The assessment of control matrix above and the performance rating matrix have an inverse relationship.

No.	Description	Definition
1.	Adequate	The existing controls are adequate to provide reasonable assurance that the activity will achieve its performance objectives (because risks that could have a significant impact on the activity achieving its objectives are now unlikely to have a significant impact) once the controls are taken into consideration.
2.	Effective	The existing controls are effective: i.e. they provide reasonable assurance that the activity will achieve its performance objectives (because risks that could have a significant impact on the activity achieving its objectives are now unlikely to have significant impact).

3.	Inadequate	The existing controls are not adequate to provide reasonable assurance that the activity will achieve its performance objectives. (Because risks that could have a significant impact on the activity achieving its objectives are still likely to have a significant impact)
4.	Ineffective	The existing controls are not effective: i.e. they do not provide reasonable assurance that the activity will achieve its performance objectives.

11. AUDIT OPINION

Evaluation of Adequacy of Internal Control

In our opinion, controls in place to ensure compliance, accuracy, accountability and reliability of financial and non-financial information and monitoring mechanism are not **adequate** to provide reasonable assurance that established management objectives will be achieved.

Evaluation of Effectiveness of Internal Control

In our opinion, management direction and monitoring of Performance Management processes are **not fully effective** to provide reasonable assurance that organization's objectives will be met.

2014/15 ANNUAL PERFORMANCE RESULTS

Indicator No.	Department	Strategic Objective	Strategy	Project	Indicator (Input, Output, Outcome)	Annual Target	Actual Performance Score	MET/ NOT MET	Reasons for deviation	Audit Verification	Remedial Action
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT											
MTO 1.1	Corporate Services	To capacitate councillors and employees in order to enhance service delivery by 2017	Equip councillors and employees with necessary skills	Capacity Building to Councillors	No. of trained councillors	61	Training of 61 Councillors on Basic Council Rules	MET		MET	
MTO 1.2	MM's			Capacitation of Ward Committees	No. of ward committees trained	62 Ward Committee Members Trained	62 Ward Committee Members Trained	MET		MET	
MTO 1.3	Corporate Services			Training of Staff	No. of trained employees	4 Training programmes for officials	CPMD, Traffic Diploma and Report Writing Programmes	MET		MET	
MTO 1.4	Corporate Services			Study Assistance	No. of assisted staff	10 officials assisted for Study Programme	Assistance for 1st Semester for 10 officials	MET		MET	
MTO 2.1	Corporate Services	Ensure proper compliance with the legislation by 2017 by reviewing by laws, policies, plans and frameworks	Develop and/or review by-laws	Implementation of by-laws	No. of gazetted by-laws	Approved By-laws Implementation plan	NONE	NOT MET	Capacity constraints	NOT MET	This KPI is included in the current financial year and will be dealt with.
MTO 2.2	Corporate Services		Develop necessary policies	Development of policies	No. of policies developed	Development 5 HR policies	3 Approved HR Policies	MET		NOT MET	There were only three HR policies developed. The other policies will be developed in the current financial year.
MTO 2.3	Corporate Services		Review necessary policies	Reviewal of policies	No. of policies reviewed	Reviewal of 6 HR Policies	3 HR Policies reviewed	MET		NOT MET	HR policies will be reviewed in the current financial year.
MTO 2.4	Planning and Development			Review Housing	Adopted HSP	Reviewed HSP	Adopted by Council	MET		MET	

Indicator No.	Department	Strategic Objective	Strategy	Project	Indicator (Input, Output, Outcome)	Annual Target	Actual Performance Score	MET/ NOT MET	Reasons for deviation	Audit Verification	Remedial Action
				Sector Plan							
MTO 2.5	Planning and Development			Disaster Management Plan	Adopted Disaster Management Plan	Developed disaster plan	Draft Disaster Plan	NOT MET	Finalised after the Council Policy workshop	NOT MET	Incorporated into the 2015/16 Financial year
MTO 2.6	Planning and Development		Review of LED Strategy	LED Strategy	Adopted Strategy	Review the LED strategy	Draft LED Strategy ready to be presented to Council	NOT MET	Finalised after the Council Policy workshop	NOT MET	Incorporated into the 2015/16 financial year
MTO 2.7	BTO		Implementation of revenue enhancement strategy	Review of revenue enhancement strategy	Adopted reviewed strategy	Reviewed Revenue Enhancement Strategy	None	NOT MET	Capacity constraints	NOT MET	To be incorporated into the 2015/16 financial year.
MTO 2.8	MM's		Review of Risk Strategy	Review of Risk strategy	Adopted Risk Strategy	Reviewal of Risk Management Strategy	Adopted by Council	MET		MET	
MTO 2.9	Community services		Development of the IWMP	Development of the IWMP	Reviewed IWMP	Development of IWMP	IWMP adopted by Council	MET		MET	
MTO 2.10	Planning and Development			Spatial development framework	Number of framework developed	Approved Final SDF	Draft SDF presented to Strat Plan	NOT MET	Finalised after the Council Policy workshop	NOT MET	To be included in 2015/16
MTO 2.11	MM's		Review of PMS Framework	PMS Support	Reviewed framework	Approved PMS framework	Approved PMS Strategy	MET		MET	
MTO 3	Corporate Services	Ensure fully staffed, well managed and satisfied employees	Establish employee satisfaction	Conduct customer satisfaction survey	Report on survey conducted	1	None	NOT MET	Capacity constraints	NOT MET	The survey is going to be included in the current financial year.
MTO 4	Corporate Services	To promote health oriented behaviour in the workplace	Organise awareness programmes	Organise awareness programmes	Number of awareness programmes organised	2	2	MET		MET	

Indicator No.	Department	Strategic Objective	Strategy	Project	Indicator (Input, Output, Outcome)	Annual Target	Actual Performance Score	MET/ NOT MET	Reasons for deviation	Audit Verification	Remedial Action
SERVICE DELIVERY AND INFRASTRUCTURE SERVICES											
SDI 1.1	Infrastructure	Ensure quality and trafficable road network in enhancing peoples safe and easy mobility to socio-economic centres	Construction of new (2014-2015) Roads	Tshwati Access Road	No. of km completed	Construction of 5Km Access Road	Construction of 5Km Access Road	MET		MET	
SDI 1.2	Infrastructure			Tswelilitye Access Road	No. of km completed	Construction of 5Km Access Road	Construction of 5Km Access Road	MET		MET	
SDI 1.3	Infrastructure			Sheshegu Access Road	No. of km completed	Construction of 5Km Access Road	Construction of 5Km Access Road	MET		MET	
SDI 1.4	Infrastructure			Nokatana Access road	No. of km completed	Construction of 5Km Access Road	Construction of 5Km Access Road	MET		MET	
SDI 1.5	Infrastructure			Maxhama to Esingumeni Access Road	No. of km completed	Construction of 5Km Access Road	Construction of 5Km Access Road	MET		MET	
SDI 1.6	Infrastructure			Madwaleni Access road	No. of km completed	Construction of 5Km Access Road	Construction of 5Km Access Road	NOT MET	75% Roadbed completed, Implementation	NOT MET	To be included in 2015/16
SDI 1.7	Infrastructure			Gwadana to Roma Access Road	No. of km completed	Construction of 5Km Access Road	Construction of 5Km Access Road	NOT MET	75% Roadbed completed, Implementation	NOT MET	To be included in 2015/16
SDI 1.8	Infrastructure			Cungcwini to Upper Falakahla Access Road	No. of km completed	Construction of 5Km Access Road	Construction of 5Km Access Road	MET		MET	
SDI 1.9	Infrastructure			Colosa Mission Access road	No. of km completed	Construction of 5Km Access Road	80% Completion	NOT MET	Disputes over utilization of a local borrow pit	NOT MET	The municipal leaders are in a process to negotiate with the traditional leader.
SDI 1.10	Infrastructure			Makhamiso to Mbelu Access Road	No. of km completed	Construction of 5Km Access Road	Process of appointment PSP and Contractor	NOT MET	Late appointment of a contractor due to SCM processes.	NOT MET	Project is being implemented in 2015/2016 financial year with projections it will be

Indicator No.	Department	Strategic Objective	Strategy	Project	Indicator (Input, Output, Outcome)	Annual Target	Actual Performance Score	MET/ NOT MET	Reasons for deviation	Audit Verification	Remedial Action
											completed by December.
SDI 1.11	Infrastructure			Road Surfacing - Willowvale	KM of Roads Surfaced	75% constructed	None	NOT MET	Public Works delayed implementation of MOU	NOT MET	Incorporated in the 2015/16 financial year
SDI 1.12	Infrastructure			Road Surfacing - Elloitdale	KM of Roads Surfaced	75% construction	25%	NOT MET	Delays due to existing water services infrastructure	NOT MET	Incorporated in the 2015/16 financial year
SDI 1.13	Infrastructure			Road Surfacing - Dutywa	KM of Roads Surfaced	75% construction	50%	NOT MET	Delays due to existing water services infrastructure	NOT MET	Incorporated in the 2015/16 financial year
SDI 1.14	Infrastructure			Ohingala Bridge	Completion certification	Completed bridge	None	NOT MET	Late appointment of contractor due to SCM processes	NOT MET	Contractor is on site, blinding layer completed with expectations that by November 2015 the works will be completed.
SDI 2.1	Infrastructure	Ensure peoples access to LED & Community facilities in enhancing living standard	Establish LED, tourism and Community facilities	Market/ Hawker Centre, Willowvale	No. of Hawker stalls completed	Constructed Hawker stalls	None	NOT MET	Late appointment of contractor due to SCM processes	NOT MET	Incorporated in the 2015/16 financial year
SDI 2.2	Infrastructure			Hawker Stalls, Dutywa	No. of Hawker stalls completed	Constructed Hawker stalls	None	NOT MET	Late appointment of contractor due to SCM processes	NOT MET	Incorporated in the 2015/16 financial year
SDI 2.3	Infrastructure	Provide conducive environment for business growth	Construct New Structures	Elliotdale hawker stalls	No. of Hawker stalls completed	Constructed Hawker stalls	None	NOT MET	Late appointment of contractor due to SCM processes	NOT MET	Incorporated in the 2015/16 financial year

Indicator No.	Department	Strategic Objective	Strategy	Project	Indicator (Input, Output, Outcome)	Annual Target	Actual Performance Score	MET/ NOT MET	Reasons for deviation	Audit Verification	Remedial Action
SDI 2.4	Infrastructure	and development		Fencing of Cemeteries Dutywa, Willowvale and Elliotdale	No. of Cemeteries Fenced	3 Fenced Cemeteries	None	NOT MET	Late appointment of contractor due to SCM processes	NOT MET	Incorporated in the 2015/16 financial year
SDI 2.5	Infrastructure		Buildings	Building of Pound Willowvale and Dutywa	Completion certification	2 Building Pound	None	NOT MET	Late appointment of contractor due to SCM processes	NOT MET	Incorporated in the 2015/16 financial year
SDI 2.6	Infrastructure		Electrification programme	Electrification program	No. of households connected	110 households	212 households	MET		MET	
SDI 3.1	Infrastructure	Provide conducive environment for business growth and development	Upgrade and maintain infrastructure	Installation of high mast	No. of hi-mast installed	6	6 hi-mast installed	MET		MET	
SDI 3.2	Infrastructure			Maintenance of roads	No. of kilometres maintained	140 kilometres	129 km	NOT MET	Poor record keep	NOT MET	The total of Kms maintained is 129 and not 140 as per the target.
SDI 4.1	Community Services	Ensure the provision of the rescue services throughout the municipal area	Develop and implement the rescue services plan for the Municipality	Training youth as lifeguards	Number of lifeguards trained	30	23 trained lifeguards	MET		MET	
SDI 5.1	Planning and Development	Promote waste minimization, re-use, recycling and recover	Encourage recycling initiatives	Assist waste recycling co-operatives	No. of waste recycling co-operatives assisted	Register two cooperatives	Five co-ops are in the process of registration	NOT MET	Registering 5 coops	NOT MET	Incorporated in the 2015/16 financial year
SDI 5.2	Community Services	Ensure effective and efficient delivery of waste services throughout the municipal area	Expand the coverage of the service to include rural areas and townships	Procurement of a Refuse truck	No. of compactor truck	1	Appointed Service Provider	NOT MET	Awaiting delivery	NOT MET	Finalise the contractual obligations with the fleet service provider
SDI 5.3	Community Services			Rehabilitation of Land	No. of villages	3 villages	6 villages covered in 3 wards (5, 6 & 12)	MET		MET	
SDI 5.4	Community		Proper	Tractors and	No. of	Purchase	Appointed	NOT MET	Awaiting	NOT MET	Finalise the

Indicator No.	Department	Strategic Objective	Strategy	Project	Indicator (Input, Output, Outcome)	Annual Target	Actual Performance Score	MET/ NOT MET	Reasons for deviation	Audit Verification	Remedial Action
	Services		management of the landfill sites	Equipment	equipment procured	Tractors and Equipment	Service Provider		delivery		contractual obligations with the fleet service provider
SDI 5.5	Community Services	Ensure that the community is aware of the impact of waste on health, environment and well-being	Engage in community awareness programmes	Community Awareness programmes	No. of awareness campaigns	4	6 Awareness programmes conducted	MET		MET	
SDI 5.6	Community Services			Information materials (leaflets, flyers, stickers, disc holders)	No. of types of information materials produced	4	4	NOT MET	Capacity constraints	NOT MET	This KPI will be performed in the current financial year.
SDI 5.7	Community Services	Ensure effective and efficient delivery of waste services throughout the municipal area	Proper management of the landfill sites	Rehabilitation of Landfill Sites	No. of Landfill Sites rehabilitated	3 Landfill sites Rehabilitation	Costed Rehabilitation Plan	NOT MET	Capacity constraints	NOT MET	Speed up the implementation of the project
SDI 5.8	Community Services	Promote waste minimization, re-use, recycling and recover	Encourage recycling initiatives	Refuse Storage Facility	No of Refuse Storage Facility	Storage facilities	Cages and wheelie bins	NOT MET	Change of mode of storage	NOT MET	Reviewed the use of cages as waste storage facilities
SDI 6.1	Community Services	Ensure that the community has reasonable access to the well-maintained community facilities	Ensure there is a maintenance & management plan for all the community facilities	Pound Maintenance	% of maintenance	1 Dutywa Pound Maintenance	Dutywa Pound maintained	MET		MET	
SDI 6.2	Community Services			Maintenance of Community Halls	Number of Halls maintained	8	Appointed the Service Provider to monitor renovations	NOT MET	Delayed appointment of service provider	NOT MET	Speed up the implementation of the project
SDI 6.3	Community Services			Nursery	Number of nursery provided with inputs	1	Feasibility report on the inputs of Nursery	NOT MET	Capacity constraints	NOT MET	Appoint suitably qualified personnel (Environmental Officer)
SDI 6.4	Community Services			Mobile toilets	Number of mobile toilets procured	30	30 mobile toilets	MET		MET	
SDI 6.5	Community Services			Maintenance of Public	Number of Public Toilet	3	Dutywa public toilets		Delays in the		Speed up the

Indicator No.	Department	Strategic Objective	Strategy	Project	Indicator (Input, Output, Outcome)	Annual Target	Actual Performance Score	MET/ NOT MET	Reasons for deviation	Audit Verification	Remedial Action
				Toilet	maintained		renovated and upgraded	NOT MET	appointment of the panel of experts and increased scope of works	NOT MET	implementation of the project
SDI 7.1	Planning & Development	Ensure usability of municipally owned housing stock	Rehabilitate and/ or Maintain municipal properties	Renovation of municipal properties	Number of properties rehabilitated and/ or maintained	15	15 properties	MET		MET	
SDI 7.2	Planning & Development			Renovate municipal buildings	No. of buildings renovated	1	90% complete	NOT MET	Late appointment of the service provider	NOT MET	Finalise the works
SDI 8.1	Planning & Development	Ensure removal of all illegal structures from within municipal properties	Establish property ownership	Removal of illegal structures	% of illegal structures removed	100%	Containers in Willowvale and Xhora towns were removed	MET		MET	
SDI 8.2	Planning & Development	Ensure municipal land is well planned for & surveyed	Planning and rezoning of land	Township Establishment	No of townships established	Establishment of two townships	Final reports were approved by council	MET		MET	
SDI 9.1	Planning & Development			Rezoning	No. of erven rezoned	100%	Rezoning of 9 erven for business sites in Dutywa	MET		MET	
SDI 9.2	Planning & Development			Planning and Survey of Planned Business Sites	Number of sites surveyed	15	300 erven in Zone 14;	MET		MET	
LOCAL ECONOMIC DEVELOPMENT											
LED 1.1	Planning & Development	To market Mbashe as a tourist destination to develop economic base	Ensure promotion and marketing of Mbashe tourism	Tourism events and exhibition shows	Number of events and exhibition shows	Organising 4 Events to Promote the Municipality	4	MET		MET	
LED 1.2	Planning & Development			Maintenance of Heritage	Number of heritage sites	4	4	MET		MET	

Indicator No.	Department	Strategic Objective	Strategy	Project	Indicator (Input, Output, Outcome)	Annual Target	Actual Performance Score	MET/ NOT MET	Reasons for deviation	Audit Verification	Remedial Action
				sites	maintained						
LED 1.3	Planning & Development			Training of Product Owners	Number of Trainings	3 types of Training	Collecting info about product owners	MET		MET	
LED 1.4	Planning & Development		Ensure that local communities are capable of using their accommodation to rent to tourist	Information Days	No. of information sessions held	15 Information days and award ceremony	4 Information days per quarter	MET		MET	
LED 2.1	Planning & Development	Ensure job creation through development & capacitating SMMEs, co-operatives and hawkers.	Train and ensure registration of SMMEs as cooperatives	To train Community Trust and Homestays	Number of trained Community Trust and Homestays	Train 2 Community Trusts and 2 homestays	Identify Trust and Homestays	MET		MET	
LED 2.2	Planning & Development			Training of Crafters	Number of Crafters Trained	Train 10 Groups of Crafters	15 Trained Groups	MET		MET	
LED 2.3	Planning & Development		To identify malfunctioning cooperatives and to train and assist to apply for Funds and provide equipment to whoever is in need	Identify malfunctioning cooperatives, train and assist to apply for funds and provide equipment to whoever is in need	No. of cooperatives assisted	40	10	MET		MET	
LED 2.4	Planning & Development			SMME's development	No of Supported SMME	18	Conceptualisation and Identification of training needs with Stakeholders	MET		MET	
LED 3.1	Planning & Development	To ensure improvement in agricultural production and stock through	Ensure updating of farmers knowledge about	Assisting farmers with latest methods for improvement	No of dipping tanks renovated	4 dipping tanks, 4 shearing sheds and stock remedy	Renovate 4 dipping tanks	MET		MET	

Indicator No.	Department	Strategic Objective	Strategy	Project	Indicator (Input, Output, Outcome)	Annual Target	Actual Performance Score	MET/ NOT MET	Reasons for deviation	Audit Verification	Remedial Action
		appropriate and timely support to farmers.	appropriate farming methods of current days	s of their stock							
LED 3.2	Planning & Development			Maize production	Number of maize growing groups supported with fencing material	Support farmers with fencing material	Fencing Material delivered	MET		MET	
LED 3.3	Planning & Development		Ensue support for revilitization of irrigation schemes	Provide material, support and provide seeds and seedlings	No of vegetable producer groups supported	Provide material, support and provide seeds and seedlings to 40 vegetable producer groups	Seeds were delivered	MET		MET	
MUNICIPAL FINANCIAL VIABILITY											
MFV 1.1	BTO	To ensure that all indigent households are identified & provided with free basic services	Review of Indigent Register	Updating of the indigent register	Updated indigent register	Reviewal of Indigent register	Not updated	NOT MET	Capacity constraints	NOT MET	The office of Free Basic Services will be filled with appropriate personnel in 2015/16 to undertake this task.
MFV 1.2	BTO		Supply & delivery of free basic services	Procure & deliver Solar Panels to indigent households	Number of solar panels delivered	2 000 Beneficiaries	1395 solar panels delivered	MET		MET	
MFV 2.1	BTO	To improve revenue collection rate to 40% of total revenue by June 2017	Implementati on of credit control and debt collection policy	Debt Collection	% of debt reduction	Implementation of credit control policy	Appointment of a debt collector and handing over of outstanding debts	MET		MET	
MFV 3.1	BTO	To ensure	Developmen	Developmen	Approved	Development of	Appointment				

Indicator No.	Department	Strategic Objective	Strategy	Project	Indicator (Input, Output, Outcome)	Annual Target	Actual Performance Score	MET/ NOT MET	Reasons for deviation	Audit Verification	Remedial Action
		smooth implementation of IDP projects	t and implementation of Procurement plan	t of the Municipal Procurement Plan for 2014-2015	Procurement plan	FY2014-15 Procurement Plan in line with SDBIP	of service provider and '100% Development of 2014-15 Procurement Plan	MET		MET	
MFV 4.1	BTO	To ensure sound financial management, compliance & regular reporting at all times	Implementing effective internal controls and monitoring	Financial Support	Number of MFMA Compliant report produced	Submission of AFS and Compliance Reports	Submission of AFS	MET		MET	
MFV 4.2	BTO	To ensure that municipal assets are safeguarded	Constantly updating of asset register in line with our general ledger	GRAP compliant asset register	Developed GRAP compliant asset register	GRAP Compliance Asset Register	Progress Report on Asset verification and GRAP Compliant Asset Register	MET		MET	
GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
GGP 1.1	MMs Office	Ensuring that all stakeholders participate in the affairs of the municipality	Review public participation strategy	Community Imbizo's	No. of Community Imbizo's held	3 Community Imbizo's	3 Community Imbizo's	MET		MET	
GGP 2.1	MMs Office	To ensure development capacity of vulnerable groups (youth, women, disabled, elderly, children and HIV/AIDS affected and infected people	Initiate and coordinate development al programmes for vulnerable groups	Implement SPU programs for youth, women, disabled, elderly, children and HIV/AIDS campaign	No. of programmes implemented	7 SPU Programmes	7 SPU Programmes	MET		MET	
GGP 3.1	MMs Office		Review Comm-ication Strategy	Review Communication strategy	Adopted Communication Strategy	Reviewed Communication Strategy	Reviewed Strategy	MET		MET	

Indicator No.	Department	Strategic Objective	Strategy	Project	Indicator (Input, Output, Outcome)	Annual Target	Actual Performance Score	MET/ NOT MET	Reasons for deviation	Audit Verification	Remedial Action
		To promote and enhance communication in all municipal activities									
GGP 3.2	MMs Office		To inform and share performance of the institution	Publication of Internal newsletter	Number of Newsletter published	4 Internal news letter	3 Newsletters published	NOT MET	Capacity of the service provider	NOT MET	The department is committed in providing the communities four newsletters in the current financial year.
GGP 3.3	MMs Office		To provide clear identification of offices	Branding of Municipal Offices	No of offices branded	30	None	NOT MET	Capacity constraints of the service provider	NOT MET	Incorporated to the 2015/16 SDBIP
GGP 4.1	MMs Office	To ensure strategic development, coordination and integrated planning and budgeting and legislative compliance on governance matters	Develop the credible IDP 2014/2015	Review of the five year strategic documents	Submission of reviewed 2015-2016 IDP to Council	Adopted IDP	Adopted IDP	MET		MET	
GGP 4.2	BTO		Final 2015/16 Budget submitted to Council	Development of 2015/16	Submission of budget to Council	Final Budget submitted to Council	Budget and IDP Process Plan submitted to Council	MET		MET	
GGP 5.3	MMs Office		Development of the Annual Report	Development of Annual Report	Adopted Annual Report	Adopted Annual Report and oversight report	Adopted Annual Report and oversight report	MET		MET	
GGP 5.1	MMs Office		Improved operations of Risk Management Committee	Conduct risk assessment	Risk assessment report	1 Institutional Risk Assessment	Risk assessment workshop conducted	MET		MET	
GGP 5.2	MMs Office	To ensure the functionality and effectiveness of Internal Audit unit	To strengthen the internal audit unit	Co-sourcing of the internal audit unit	Number of audits	1	Performance Report Q1,Q2,and Q3, Payroll Audit, deviation, fuel card	MET		MET	

Indicator No.	Department	Strategic Objective	Strategy	Project	Indicator (Input, Output, Outcome)	Annual Target	Actual Performance Score	MET/ NOT MET	Reasons for deviation	Audit Verification	Remedial Action
							misuse, Report on SDBIP, Report on VO,s				
GGP 6.1	MMs Office	To ensure the implementation of PMS by 2017 and improve institutional performance through skills development and change management	To conduct quarterly SDBIP performance assessments	Conduct SDBIP quarterly assessments	No of assessments	4 Assessments	4 Quarterly Reports	MET		MET	
GGP 6.2	MMs Office		Ensure 60% achievement in applicable Key Performance Area in all 4 quarters	Conduct SDBIP quarterly assessments	% achieved in quarterly performance reviews	Ensure 60% achievement in applicable Key Performance Area	60 %	MET		MET	
GGP 6.3	MMs Office		PMS skills transfer	Conduct PMS training sessions	No of training sessions	4 sessions	3 Training session conducted	NOT MET	Due to non-performance of the Service provider the last quarter training session was not conducted.	NOT MET	The trainings will continue on 2015/16 financial year.

Submitted by the Municipal Manager of Mbhashe Local Municipality

Name: MR SV POSWA

Signature:

Date: 31 August 2015